



# COMMUNITY PROFILE

## Los Angeles, CA

COMMUNITY CONTEXT	
Community population	9,211,888, excluding cities of Glendale, Pasadena, and Long Beach (2013 estimates) for Los Angeles County
2014 PIT (overall homeless)	35,524 for the Los Angeles Continuum of Care PIT 2013
2013 Continuum of Care (CoC) Award	\$79,223,521
2014-15 WIA formula grant allocation plus Governor's Discretionary	\$41 million for the City; \$33.9 million for the County
Current unemployment rate	9.1% as of June, 2014

### DESCRIPTION

LA County (County) is in the process of implementing several groundbreaking initiatives to coordinate housing and homeless services. The initial strategy has been to implement coordinated assessment and intervention systems that are population-specific and focused on the most vulnerable and most in need. In 2010, the United Way of Greater Los Angeles released the Home for Good Plan to end homelessness in Los Angeles. The Plan was updated in 2012 with a goal of ending chronic and veteran's homelessness by 2016.

Stakeholders have been piloting a "Coordinated Entry System" for single adults in partnership with homeless service providers, the Veterans' Administration, County Departments of Health and Mental Health Services, the Corporation for Supportive Housing, the United Way and City and County Public Housing Authorities. Persons assessed by eight non-profit partner agencies are prioritized for housing. The common assessment tool used is the Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT). Outreach, place-based access, and day shelters provide street based contact, either through street outreach activities or walk-in capacity in day shelters or access centers.

During the last two years, Los Angeles Homeless Service Authority (LAHSA), the LA County CEO, Shelter Partnership, the City and County housing departments and the local TANF agency have been collaborating on the implementation of a coordinated system for homeless families with children below the age of 18.



Now in its second year of implementation, the Family Solutions Centers (FSCs) are the coordinated system of entry, assessment and housing interventions for homeless and at-risk families in the County.

The FSCs use a “Housing First” approach and integrate resources from several County and City agencies in order to provide coordinated screening, triage, crisis intervention, diversion (homelessness prevention), rapid rehousing, housing-related case management and employment resources. FSCs rely on this approach both to prevent families from entering the homelessness system and to rapidly remove families from homelessness.

Each regional FSC has out stationed TANF-funded homeless case managers, TANF-funded mental health counselors and TANF-funded substance abuse counselors who provide access to specialized services in support of stable housing. Eight community-based providers experienced in the rapid rehousing model operate the coordinated FSCs. The out stationed TANF homeless case managers provide direct access to TANF and State-funded subsidized employment and training to ensure that rapidly rehoused homeless families are able to remain housed.

### **America’s Job Centers of California/ LA City WorkSource Centers**

The City of Los Angeles (City) recently re-procured its WorkSource System and in partnership with service providers, seeks to serve 45,000 individuals in the City annually. Each of the 17 WorkSource Centers (WSCs) is required to enroll a minimum of 10% vulnerable populations, including those living with disabilities, the homeless, re-entry population and a 10% enrollment requirement for veterans. This system has been expanded with the establishment of an on-line portal, [www.jobsla.org](http://www.jobsla.org), which provides access to thousands of job opportunities statewide and in the Los Angeles region in real time.

### **City of Los Angeles YouthSource Centers**

Funded with grants from the US Department of Labor (DOL) and Workforce Investment Act (WIA), the City’s 16 YouthSource Centers (YSC) serve disconnected youth aged 16-21 to provide an integrated service model for clients. Working in collaboration with the Los Angeles Unified School District (LAUSD), the YouthSource system provides academic assessment, tutoring, computer training, counseling, mentoring, work readiness, and occupational skills training and alternative high school services in 2014.



Under-employed or unemployed adults, including the homeless, are the target population for developing innovative and effective employment training and supports. General demographics for our homeless population are as follows, based on our 2013 PIT Count:

<b>Total Groups Served in the Continuum of Care</b>	<b>Component Number</b>	<b>% of Total</b>
Chronically Homeless Individuals	7475	21.0%
Chronically Homeless Family Units	339	1.0%
Chronically Homeless Family Members	1227	3.5%
Total Number of Veterans	4007	11.3%
Number of Female Veterans	227	0.6%
Severely Mentally Ill	9963	28.0%
Chronic Substance Abuse	11073	31.2%
Persons with HIV/AIDS	349	1.0%
Victims of Domestic Violence	3159	8.9%

## **COLLABORATION**

### **Partner participation, government, nonprofit, and private sector**

The city leverages strategic partnerships with education, employment training and social service providers to meet WIA legislative mandates. These mandates include specific services from various programs with at least one physical One-Stop Career Center in a Local Workforce Investment Area. Program services can be provided either at the One Stop Center or by a partner agency. The partners include the California Employment Development Department, the California Department of Rehabilitation, US Department of Veterans Affairs, LA Unified School District, LA Community College District, LA County Department of Public Social Services, and the City of LA Department of Aging. The city is working to complete MOU's with both mandatory and strategic partners, including multiple non-profit service providers for the purpose of providing clients with an Integrated Service Model. These include Goodwill Industries of Southern California, US Vets, El Proyecto del Barrio, Coalition for Responsible Community Development, Career Development Inc., Jewish Vocational Services, the Los Angeles Urban League, Pacific Asian Consortium in Employment, UAW Labor Employment and Training Corporation, the Watts Labor Community Action Committee, Youth Policy Institute and Roberts Enterprise Development Fund (REDF).



## **Working together**

Partnership agencies are convened through the Los Angeles City Workforce Investment Board (LAWIB). Formal collaboration is established through MOUs, and formal service provider contracts that are administered, managed and supported by the City of Los Angeles Economic and Workforce Development Department (LA EWDD).

Traditionally, WIA funding is described in the development of an Annual Plan to meet federal guidelines for the administration of federal workforce development resources. Within the procurement process, each jurisdiction has the capacity to define, within federal guidelines, how it will serve and allocate WIA dollars to provide workforce development services.

The city is the second largest Local Workforce Investment Area (LWIA) in the nation since it re-procured its workforce development service network in 2013-14. During that process, the mayor and the WIB established local goals and priorities. To form an integrated service delivery model, the city has required that partner agencies enroll 10% of vulnerable populations, which include disabled persons, the homeless, a re-entry population, and a 10% enrollment requirement for veterans.

In addition to DOL Grants and WIA resources, the City works collaboratively and receives resources from LA County, the private sector, and foundations. The City's WSC partners are mandated to leverage WIA funds to enhance service delivery.

## **INNOVATION**

The LAWIB is composed of 51 volunteers representing the private and public sector, and includes representatives from educational, labor, state and local governments, and private businesses and employers. In partnership with the Mayor and the City Council, the LAWIB provides vision, coordination and direction for the City's workforce development activities. The WIB Board develops policy and strategies to ensure business has access to a trained workforce and workers have access to quality jobs.

The LAWIB recently received notice of the award of the \$6 million Workforce Innovation Fund (WIF) Grant for the Los Angeles Regional Initiative for Social Enterprise (LA-RISE). The project will stimulate job acquisition and retention for the hardest to serve population including those with a history of chronic homelessness, incarceration, veterans, and disconnected youth. A key innovation of this program is the linkage of the workforce system with social enterprise. This will be achieved through a unique partnership with the city and REDF, an agency with employment and social enterprise expertise.



This grant will help the city link the mainstream workforce development system in a way that includes economic development strategies to strengthen and establish social enterprise activities for the homeless in Los Angeles.

For many years the City has worked to encourage and support economic development and social enterprise activity as part of its mixed-use supportive housing program in the urban core. This has included the collaboration of multiple agencies and partnerships with the private sector that offer program participants the opportunity for specific job training and employment.

These elements working together bring the City's workforce development efforts closer to the Continuum of Care's goal of developing a more coordinated system of housing and employment services for the chronically homeless, hard to serve and vulnerable populations.

The City of Los Angeles Affordable Housing Trust Fund helped to produce 2,981 units of permanent affordable supportive housing for the homeless and disabled, and 9,981 units of affordable units for working individuals and families. Implementing the LA Rise Grant and utilizing the social enterprise model as a first step towards long-term employment will afford Los Angeles with a unique opportunity to demonstrate success. The efficacy of social enterprise, as a workforce strategy, has been demonstrated through studies by Mathematica, MRDC, and on-going employment pilot. The study, which will be completed in December 2014, has demonstrated through mid-term report that social enterprise employment experiences stabilize workers and improve employment and livelihood outcomes. After social enterprise employment, the study demonstrates the following outcomes; owning or renting a home increased by about 75%; substance abuse during employment appeared to fall; income increased from an average of \$696 to \$1,237 per month; dependence on government transfers decreased by about two thirds to about 8%. After six months, more than 50% of transitional employees still worked at the social enterprise or transitioned to outside employment.

[http://redf.org/wordpress/wp-content/uploads/2014/04/REDF\\_MJS\\_Interim\\_Report\\_Brief\\_FINAL.pdf](http://redf.org/wordpress/wp-content/uploads/2014/04/REDF_MJS_Interim_Report_Brief_FINAL.pdf)

## **FUNDING FOR INITIATIVE/PROJECTS**

Along with the DOL \$6 million WIF Grant, funding will be leveraged through the LAWIB and the city's Economic and Workforce Development Department, EWDD, in partnership with: REDF, America's Job Centers for adults, dislocated workers and youth, Bridge Employment Social Enterprises, the LAUSD, Social Policy Research, and SE4Jobs, a national network of Employment Social Enterprises (ESEs), employers of social enterprises, bridge employers leveraging support from sector specific networks, as well as the training and supports organizations (such as LA Regional Re-entry



Project). These funds are being leveraged together with the City of Los Angeles WIA Adult and Youth funds to expand the current workforce development delivery system.

Funds are leveraged through the workforce development delivery system partners for a total of \$61,184,443. [http://ewdd.lacity.org/reports\\_wia-annualplan-p 15.html](http://ewdd.lacity.org/reports_wia-annualplan-p 15.html)

## **CONNECTION TO EMPLOYERS**

The LA: RISE strategy moves job seekers through a continuum of ESE experiences including job readiness training, personal and professional supports. Nonprofit service provider partners will refer job seekers into the ESE employment pathway. Over 500 participants will be referred over five years. Transitional employers (non-profit businesses) are the first step with the goal of transitioning participants to traditional workforce employment.

While providing a paid experience, transitional employers provide personal and professional training and support such as computer training, job search skills, and transportation support. Transitional employers are more sustainable than a traditional workforce or social service program due to the earned income generated through the program. This income offsets the costs of support and training, and decreases organizational reliance on public or philanthropic funding.

The goal of the program is to move participants from transitional employment to permanent employment in both the public and private sector. Transitional employers are non-profit businesses that offer subsidized employment. Bridge employers operate a traditional business and offer non-subsidized employment, while understanding the needs of special at-risk populations.

## **DATA AND RESULTS**

LAHSA collects data on demographics of homeless households, including all required data elements for the CoC Homeless Management Information System, (HMIS.) They also track income and sources, and changes in their income streams (both mainstream benefits and earned income) resulting from participation in job training programs.

For programs focusing on homeless households, LAHSA tracks the number of program participants: 1) increasing employment income, during and post program participation; and 2) housing status and outcomes, at program entry, during program participation, and post program discharge.

Currently, all employment programs funded through the CoC funding or other City/County funding administered by LAHSA is tracked in the Continuum HMIS system.



There is no integration between mainstream WIA programs and HMIS. Work has begun to integrate these systems in Los Angeles.

[http://ewdd.lacity.org/pdfs/wib/ap15/6-APy15\\_PerformanceEvaluations.pdf#zoom=80](http://ewdd.lacity.org/pdfs/wib/ap15/6-APy15_PerformanceEvaluations.pdf#zoom=80)

## **SUGGESTIONS FOR REPLICATION**

Los Angeles is working to do a better job of coordinating CoC employment efforts with WIB programs so that we capture all data that measures the effectiveness of our programs. EWDD is currently working with the homeless services authority, LAHSA, to collaborate on employment data and outcomes for the homeless population. The city has redesigned our workforce management system to include the effort to address chronically homeless and veterans' unemployment in a more focused and integrated manner. We intend to carefully collect data both short and long term about the success of our programs and will share our collective results with the U.S. Interagency Council on Homelessness.

## **SUCCESS STORY: LOS ANGELES**

<http://www.changelives.org/client-success/athina>  
[www.SHOP.MADEbyDWC.org](http://www.SHOP.MADEbyDWC.org).

## **COMMUNITY CONTACT**

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